

**County of Loudoun
Department of Planning**

MEMORANDUM

DATE: January 29, 2009
TO: The Loudoun County Planning Commission
FROM: John Merrithew, Assistant Director of Planning
SUBJECT: **Strategic Planning Update**

The attached an updated spreadsheet is a consolidation of Strategic Planning comments received from Planning Commissioners since our last discussion. Comments now include points from our last discussion and comments from Commissioner Chaloux.

For the discussion on February 5, I have also included several budget documents in response to Commission questions. The documents consist of:

1. A compilation of the budgeted and actual expenditures for the last three budget cycles.
2. The FY '09 Adopted Fiscal Plan - Boards, Commissions and Committees.
3. The FY'09 Year to Date Expenditures dated December 2008.

PLANNING COMMISSION

Index Code 016201

SUBOBJECT	FY 06		FY 07		FY 08		FY09 Adopted
	Adopted	Actual	Adopted	Actual	Adopted	Actual	
Salaries: 5003, 5005, 5100, 5119	141,337	141,420	141,275	139,227	179,756	172,879	212,908
6020 – Printing & Binding	100	-	100	68	100	166	100
6025 – Banking Services	50	-					
6124 - Central Duplicating	10,040	4,746	10,040	515	8,640	-	10,040
6125 - Central Telephone	625	457	625	297	625	350	625
6126 - Central Mailing	5,075	20	5,075	35	5,075	5	5,075
6154 - Support Services/FTEs		1,579					
6213 – Cellular/Mobil Telephone	480	383	480	-	2,880	751	2,130
6230 - Office Supplies	530	718	530	484	530	346	530
6240 - Books & Subscriptions	212	221	212	215	212	269	212
6256 - Minor Equipment	250	-	250	-	250	-	250
6280 - Conduct of Business	10,300	11,942	10,021	10,303	10,300	10,207	10,300
6286 - Training & Education	6,200	218	8,078	4,568	5,243	4,787	6,200
6295 - Dues & Memberships	850	842	850	864	850	502	850



Boards, Commissions and Committees

DESCRIPTION

The Boards, Commissions, and Committees section is considered a department for budgetary purposes. This agency consists of the Board of Supervisors and advisory boards, commissions and committees appointed by the Board of Supervisors. Several of the boards are prescribed by various sections of the Code of Virginia and Federal law requires others, while the Board of Supervisors has established some of the boards. Some are temporary units, created to accomplish specified tasks, while others are ongoing.

Each board, commission and committee allows citizens an opportunity to provide input and offer expertise that impacts decisions about their government. The following is a brief description of each of the Boards, Commissions and Committees that have been funded by the Board of Supervisors:

Affordable Dwelling Unit Advisory Board (ADUAB)

Pursuant to the 1993 Zoning Ordinance (Section 7-100) and Chapter 1450.10 of the Codified Ordinance, the Affordable Dwelling Unit Advisory Board (ADUAB) establishes reasonable rules and procedures as well as allowable costs for implementing the affordable rental and for-sale housings. The ADUAB is also responsible for reviewing allowable modification requests. The ADUAB is a eleven (11) member board appointed by the Board of Supervisors that represents builders, developers, architects, planners, real estate industry, non-profits, affordable housing advocates, and includes a member of the public at-large.

Board of Equalization

The purpose of the Board of Equalization is to serve as a review and appeal process for citizens who are not satisfied with their real property assessments. Through the Board of Equalization, citizens are provided a means of contesting their real estate assessments if they believe that the assessment figure is not equitable. The Board of Equalization is authorized by the Code of Virginia, Section 58.898, and consists of five Loudoun landowners appointed by the Circuit Court as a permanent body. Members are appointed for a three-year term.

Board of Zoning Appeals

This Board is a seven-member appellate Board appointed by the Circuit Court which hears requests for zoning variances, special exceptions and other related zoning ordinance matters. Members are appointed for a five-year term. The purposes, functions and standards for action of the Board of Zoning Appeals are stated in Section 15.2-2308-2-2311 of the Code of Virginia. The County zoning regulations include administrative and procedural regulations.

Commission on Aging

The Commission on Aging, mandated under Section 306.6F of the Older Americans Act, consists of nine voting members appointed by the Board of Supervisors and non-voting members from various agencies and organizations concerned with senior citizens. Members are appointed for a four-year term, concurrent with the term of the Board of Supervisors. The Commission evaluates existing programs for the elderly and makes recommendations to the Board of Supervisors as needed. Commission members further serve in an advisory capacity to the Area Agency on Aging with regard to the development of the Annual Area Plan for Aging Services.

Commission on Women

This commission consists of nine citizen volunteer members who are appointed by the Board of Supervisors, one for each electoral district. The commission members serve four-year terms, concurrent with the term of the Board of Supervisors. The Commission on Women serves in an advisory capacity to the Board, identifying problems that the women and citizens of the community face, including employment, health, education, safety, day care, housing and legal rights.

Community Services Board

This panel consists of 18 at-large members appointed by, and responsible to, the Board of Supervisors. The Community Services Board serves as the County's agent "...in the establishment and operation of community mental health, mental retardation and substance abuse programs as provided for in Chapter 5 of Title 37.2, of the Code of Virginia (1950) as amended..." The Loudoun County Community Services Board, which is the policy board for the County's Department of Mental Health/Mental Retardation/Substance Abuse Services, was established by the Board of Supervisors in 1973. Its members are appointed for a three-year staggered term with eligibility for a second three-year term.



Boards, Commissions and Committees

Economic Development Commission

This commission consists of a maximum of 28 members appointed by the Board of Supervisors. Membership is selected from and divided into three groups: 1) position, 2) industry, and 3) at-large. Members by position serve terms coincident with their position terms while industry and at-large members serve staggered two-year terms. The purpose of this commission is to advise the Board of Supervisors on policy issues related to economic development, assist in the implementation of the Economic Development Growth Strategy and provide oversight for the Department of Economic Development.

Electoral Board

The Electoral Board consists of three members and supervises all elections and referenda conducted in Loudoun County, and is responsible under the State Constitution and the Code of Virginia for election uniformity and legality in accordance with established practices and procedures. The Electoral Board appoints and supervises the Officers of Election and the General Registrar of Loudoun County. It also conducts training courses for Officers of Election designed to qualify new officers in all aspects of polling place operations. The Electoral Board directs the conduct of elections and coordinates the election process, and is appointed for three-year staggered terms by the Circuit Court Judges.

Family Services Board

This board is responsible for determining department policy, services, and administrative oversight. By authority of the Code of Virginia (Title 63.2-300 through 63.2-302), the local board has the responsibility to receive and disburse funds derived from public grants or private sources and to submit annually to the Board of Supervisors a request setting forth the amount of funds needed to carry out the provisions of the Social Services statutes. The Social Services Board is also responsible for hiring and evaluating the Director of Family Services. The local board consists of eleven members appointed by the Board of Supervisors for staggered terms of up to four years. One member of the Board of Supervisors serves as an ex-officio member of the Social Services Board (63.2-300-63.2-302, Code of Virginia).

Fire and Rescue Commission

The Fire and Rescue Commission administers policies and procedures for the County's fire and rescue system, acting as an agent of the Board of Supervisors. Commission membership consists of seven voting members (three fire volunteers, three rescue volunteers and the Chief of Fire and Rescue Services) and two nonvoting members (a member of the Board of Supervisors and the Operational Medical Director). The commission's roles and responsibilities are specified by the Loudoun County Fire and Rescue Commission Charter, approved by the Board on May 20, 2002.

Fiscal Impact Committee

The Fiscal Impact Committee was established by the Board of Supervisors on February 3, 1992. The committee consists of six members, one member of the Board of Supervisors serves as an ex-officio member and a member of the Loudoun County Public Schools. The committee reviews and comments on inputs to the Fiscal Impact Model (FIM) and provides input to staff on the input variable values for the upcoming year, i.e. real income growth, inflation rate, and population growth.

Library Board of Trustees

The ten-member Library Board of Trustees is appointed by the Loudoun County Board of Supervisors for a four-year term; each member may be reappointed for one subsequent four-year term. One member of the Board of Supervisors serves as an ex-officio member. The Library Board of Trustees is "a governing board which is legally responsible for the control and management of the library." Its broad administrative and policy-making duties are specified in the Code of Virginia. The by-laws of the Library Board of Trustees list its duties as: to secure adequate funds from private and public sources, determine library policies, approve expenditures of library funds and to receive gifts to the library system.



Boards, Commissions and Committees

Loudoun Soil and Water Conservation District Board (LSWCDB)

The LSWCDB is a political subdivision of the Commonwealth of Virginia (Virginia Code Title 10.1.500). The Board works with Federal, State, local authorities and the private sector to address Loudoun County's soil and water conservation needs and promotes educational and technical programs in the field of natural resource conservation, provides advice on conservation issues to governmental entities and private citizens, and administers programs aimed at specific conservation goals. The District Board consists of five directors: three are elected by the public through the general election process and two are appointed by the Virginia Soil and Water Conservation Board (SWCB). The term of office for each director is three years. The SWCB provides a discretionary grant to the district for some of its operational and personnel expenses. Through a memorandum of agreement, the U.S. Department of Agriculture's Natural Resources Conservation Service assigns one full-time employee to the district for technical assistance and support. Per the Code of Virginia, the LSWCDB is responsible for locally implementing the Agricultural Stewardship Act, the Agricultural Best Management Practices (BMP) Tax Credit program, and the Virginia Water Quality Improvement Act.

Parks, Recreation and Open Space Board

The Board of Supervisors voted on January 15, 2008, to combine the Open Space Advisory Committee with the Parks and Recreation Advisory Board, creating a nine-member body appointed by the Board of Supervisors. This will address open space and parks and recreation issues within the context of the County's General Plan.

Planning Commission

The Planning Commission is a nine-member body required by State law and appointed by the Board of Supervisors for a four-year term concurrent with the Board of Supervisors. The Commission is empowered to prepare and recommend a comprehensive plan for physical development of the territory and its jurisdiction. The Planning Commission also provides recommendations on issues concerning legislative land development applications, land development ordinances, comprehensive planning, future land use policies, and the Capital Improvement Program. The Planning Services staff supplies professional and support services to the Commission.

Rural Economic Development Council

The council is a 19-member board appointed by the Board of Supervisors. Its purposes are to: promote the economic growth and vitality of Loudoun County's agricultural, horticultural and equine industries, furnish information and make recommendations to the Board of Supervisors relative to programs and policies affecting the economic growth of rural Loudoun County, provide a forum to exchange ideas and experiences relative to rural economic development practices and policies, and coordinate marketing and promotional activities among the various rural agencies. Members serve two-year terms. Seven members represent rural-based agencies, eight members represent rural industry sectors and four members serve at-large. The Board of Supervisors approved the Rural Economic Development Council by-laws in November 2000 and the initial slate of members took office in March 2001. Several amendments were made to the By-Laws on January 4, 2005.



Loudoun County Government
FY 2009 Adopted Fiscal Plan

Boards, Commissions and Committees

Department Financial Summary

Departmental Financial Summary	FY 2005 Actual	FY 2006 Actual	FY 2007 Actual	FY 2008 Adopted	FY 2009 Adopted
Expenditures					
Personnel	\$1,435,579	\$1,225,633	\$1,347,324	\$1,822,000	\$2,122,000
Operations & Maintenance	958,881	1,393,409	1,430,539	1,294,000	1,286,000
Capital Outlay	10,211	1,860	0	83,000	0
Total Expenditures:	\$2,404,671	\$2,620,902	\$2,777,863	\$3,199,000	\$3,408,000
Revenue					
Local Fees, Charges, Etc.	\$308,500	\$369,568	\$387,740	\$355,000	\$355,000
Commonwealth	57,981	17,481	20,907	12,000	12,000
Total Revenues:	\$366,481	\$387,049	\$408,647	\$367,000	\$367,000
Local Tax Funding:	\$2,038,190	\$2,233,853	\$2,369,216	\$2,832,000	\$3,041,000
FTE Summary:	0.75	0.75	0.75	1.75	0.75

FY 09 Budget Analysis: The FY 09 Adopted Fiscal Plan for Boards, Commissions, & Committees includes funding for compensation increases and increased benefits costs effective September 2008. 1.00 FTE was transferred to Management & Financial Services to reflect the assignment of staff support for the Board of Equalization.



Loudoun County Government
FY 2009 Adopted Fiscal Plan

Boards, Commissions and Committees

BOARD OF SUPERVISORS:

<u>Program Expenditure Summary</u>	<u>FY 2005 Actual</u>	<u>FY 2006 Actual</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Adopted</u>	<u>FY 2009 Adopted</u>
Program Expenditures					
Personnel	\$792,445	\$802,598	\$968,657	\$1,289,000	\$1,505,000
Operations & Maintenance	<u>577,774</u>	<u>623,865</u>	<u>570,817</u>	<u>465,000</u>	<u>463,000</u>
Total Expenditures:	\$1,370,219	\$1,426,463	\$1,539,474	\$1,754,000	\$1,968,000
Program Revenues					
Local Fees, Charges, Etc.	<u>\$256</u>	<u>\$50</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Revenues:	\$256	\$50	\$0	\$0	\$0
Local Tax Funding:	\$1,369,963	\$1,426,413	\$1,539,474	\$1,754,000	\$1,968,000

The prior Board of Supervisors increased Board compensation effective January 1, 2008.

BOARD OF EQUALIZATION:

<u>Program Financial Summary</u>	<u>FY 2005 Actual</u>	<u>FY 2006 Actual</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Adopted</u>	<u>FY 2009 Adopted</u>
Expenditures					
Personnel	\$37,066	\$25,648	\$68,975	\$105,000	\$44,000
Operations & Maintenance	<u>2,669</u>	<u>2,570</u>	<u>5,940</u>	<u>10,000</u>	<u>8,000</u>
Total Expenditures:	\$39,735	\$28,218	\$74,915	\$115,000	\$52,000
Total Revenue:	\$0	\$0	\$0	\$0	\$0
Local Tax Funding:	\$39,735	\$28,218	\$74,915	\$115,000	\$52,000
FTE Summary:	0.75	0.75	0.75	1.00	0.00

FY 08: The prior Board of Supervisors added 0.25 FTE for staff support, and increased Board Compensation effective January 2008.

FY 08 Mid-year: 1.00 FTE was transferred to the Management & Financial Services to reflect the assignment of BOE staff support.

BOARD OF ZONING APPEALS:

<u>Program Financial Summary</u>	<u>FY 2005 Actual</u>	<u>FY 2006 Actual</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Adopted</u>	<u>FY 2009 Adopted</u>
Expenditures					
Personnel	\$11,751	\$13,962	\$16,406	\$24,000	\$25,000
Operations & Maintenance	<u>7,596</u>	<u>7,581</u>	<u>6,256</u>	<u>6,000</u>	<u>6,000</u>
Total Expenditures:	\$19,347	\$21,543	\$22,662	\$30,000	\$31,000
Total Revenue:	\$0	\$0	\$0	\$0	\$0
Local Tax Funding:	\$19,347	\$21,543	\$22,662	\$30,000	\$31,000

The prior Board of Supervisors increased Board compensation effective January 1, 2008.



Loudoun County Government
FY 2009 Adopted Fiscal Plan

Boards, Commissions and Committees

COMMUNITY SERVICES BOARD:

<u>Program Financial Summary</u>	<u>FY 2005 Actual</u>	<u>FY 2006 Actual</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Adopted</u>	<u>FY 2009 Adopted</u>
Expenditures					
Personnel	\$0	\$0	\$0	\$6,000	\$14,000
Operations & Maintenance	<u>7,913</u>	<u>14,792</u>	<u>17,373</u>	<u>12,000</u>	<u>12,000</u>
Total Expenditures:	\$7,913	\$14,792	\$17,373	\$18,000	\$26,000
Total Revenue:	\$0	\$0	\$0	\$0	\$0
Local Tax Funding:	\$7,913	\$14,792	\$17,373	\$18,000	\$26,000

The prior Board of Supervisors increased CSB Board compensation effective January 1, 2008.

ELECTORAL BOARD:

<u>Program Financial Summary</u>	<u>FY 2005 Actual</u>	<u>FY 2006 Actual</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Adopted</u>	<u>FY 2009 Adopted</u>
Expenditure					
Personnel	\$150,438	\$242,006	\$154,059	\$215,000	\$314,000
Operations & Maintenance	81,182	105,911	152,648	172,000	167,000
Capital Outlay	<u>10,211</u>	<u>1,860</u>	<u>0</u>	<u>83,000</u>	<u>0</u>
Total Expenditures:	\$241,831	\$349,777	\$306,707	\$470,000	\$481,000
Revenue:					
Recovered Costs	\$2,424	\$22,114	\$3,849	\$13,000	\$13,000
State Shared Expenses	<u>55,645</u>	<u>17,481</u>	<u>18,085</u>	<u>12,000</u>	<u>12,000</u>
Total Revenue:	\$58,069	\$39,595	\$21,934	\$25,000	\$25,000
Local Tax Funding:	\$183,762	\$310,182	\$284,773	\$445,000	\$456,000

FY 08: The prior Board of Supervisors added 0.75 FTE for Electoral Board staff support.

FAMILY SERVICES BOARD:

<u>Program Financial Summary</u>	<u>FY 2005 Actual</u>	<u>FY 2006 Actual</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Adopted</u>	<u>FY 2009 Adopted</u>
Expenditures					
Personnel	\$0	\$0	\$0	\$3,000	\$7,000
Operations & Maintenance	<u>2,294</u>	<u>1,245</u>	<u>1,626</u>	<u>2,000</u>	<u>2,000</u>
Total Expenditures:	\$2,294	\$1,245	\$1,626	\$5,000	\$9,000
Total Revenue:	\$0	\$0	\$0	\$0	\$0
Local Tax Funding:	\$2,294	\$1,245	\$1,626	\$5,000	\$9,000

The prior Board of Supervisors increased Family Services Board compensation effective January 1, 2008.



Loudoun County Government
FY 2009 Adopted Fiscal Plan

Boards, Commissions and Committees

PLANNING COMMISSION:

<u>Program Financial Summary</u>	<u>FY 2005 Actual</u>	<u>FY 2006 Actual</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Adopted</u>	<u>FY 2009 Adopted</u>
Expenditures					
Personnel	\$141,780	\$141,419	\$139,227	\$180,000	\$213,000
Operations & Maintenance	<u>19,442</u>	<u>23,005</u>	<u>17,349</u>	<u>35,000</u>	<u>35,000</u>
Total Expenditures:	\$161,222	\$164,424	\$156,576	\$215,000	\$248,000
Total Revenue:	\$0	\$0	\$0	\$0	\$0
Local Tax Funding:	\$161,222	\$164,424	\$156,576	\$215,000	\$248,000

The prior Board of Supervisors increased Planning Commissioners' compensation effective January 1, 2008.

SOIL & WATER CONSERVATION BOARD:

<u>Program Financial Summary</u>	<u>FY 2005 Actual</u>	<u>FY 2006 Actual</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Adopted</u>	<u>FY 2009 Adopted</u>
Expenditures					
Operations & Maintenance	\$514,671	\$563,729	\$603,937	\$564,000	\$562,000
Total Expenditures:	\$514,671	\$563,729	\$603,937	\$564,000	\$562,000
Total Revenue:	\$298,374	\$340,609	\$383,031	\$341,000	\$341,000
Local Tax Funding:	\$216,297	\$223,120	\$220,906	\$223,000	\$221,000

Per a memorandum of understanding between the Soil & Water Conservation District Board (SWCDB) and Loudoun County, the SWCDB's salaries are included in the County's payroll system. The State reimburses the County for members' compensation.



Loudoun County Government
FY 2009 Adopted Fiscal Plan

Boards, Commissions and Committees

Funding History – Additional Boards

	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
<u>Program Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>
Affordable Dwelling Unit Advisory Board	\$1,464	\$1,400	\$586	\$2,000	\$2,000
Civil War Cavalry Battles*	2,336	4,815	16,722	0	0
Commission on Aging	429	2,134	891	2,000	2,000
Commission on Women	5,105	3,709	7,251	9,000	9,000
Disability Services Board	5,912	0	0	0	0
Economic Development Commission	29,466	25,705	20,502	3,000	5,000
Fire and Rescue Commission	316	11,136	5,337	6,000	6,000
Fiscal Impact Committee	130	13	124	2,000	2,000
Library Board of Trustees	2,222	674	1,075	1,000	2,000
Open Space Advisory Committee	0	0	0	1,000	1,000
Rural Economic Development Council	0	1,109	2,105	2,000	2,000
Telecommunications Committee	59	16	0	0	0
TOTAL – Additional Boards	\$47,439	\$50,711	\$54,593	\$28,000	\$31,000

	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
<u>Program Revenue Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>
Affordable Dwelling Unit Advisory Board	\$0	\$200	\$0	\$0	0
Civil War Cavalry Battles*	2,336	4,815	\$2,822	0	0
Commission on Women	1,551	1,780	860	1,000	1,000
Disability Services Board	5,895	0	0	0	0
TOTAL – Additional Boards	\$9,782	\$6,795	\$3,682	\$1,000	\$1,000

	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
<u>Local Tax Funding</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>
Affordable Dwelling Unit Advisory Board	\$1,464	\$1,200	\$586	\$2,000	\$2,000
Civil War Cavalry Battles*	0	0	13,900	0	0
Commission on Aging	429	891	891	2,000	2,000
Commission on Women	3,554	1,929	6,391	8,000	8,000
Disability Services Board	17	0	0	0	0
Economic Development Commission	29,466	25,705	20,502	3,000	5,000
Fire and Rescue Commission	316	11,136	5,337	6,000	6,000
Fiscal Impact Committee	130	13	124	2,000	2,000
Library Board of Trustees	2,222	674	1,075	2,000	2,000
Open Space Advisory Committee	0	0	0	1,000	1,000
Rural Economic Development Council	0	1,109	2,105	2,000	2,000
Telecommunications Committee	59	16	0	0	0
TOTAL – Additional Boards	\$37,657	\$43,916	\$50,911	\$27,000	\$30,000

* Grant funding is from Virginia Department of Historic Resources.

REV LESS EXP	-249,219.50	-16,411.87	-100,489.85	-71,841.29	-1,969.93	-146,759.72
INDEX						
016201	-249,219.50	-16,411.87	-100,489.85	-71,841.29	-1,969.93	-146,759.72
SECTION						
016201	-249,219.50	-16,411.87	-100,489.85	-71,841.29	-1,969.93	-146,759.72
FUND TYPE						
01	-249,219.50	-16,411.87	-100,489.85	-71,841.29	-1,969.93	-146,759.72
TOTALS	-249,219.50	-16,411.87	-100,489.85	-71,841.29	-1,969.93	-146,759.72

Transportation

Complete Transit Plan	I would like a report on Greenway operations, to include # of vehicles using the Greenway, cost of tolls, future development plans for the Greenway, County-State-operator relationship, and change in user numbers due to the upcoming Greenway toll hike. When does Art Smith foresee our looking at toll lanes on Route 7 west of Route 28?
Revise CTP	CTP - components: greenway, status of funding (includes available proffers), level of service, bike/ped plan, status of road links, identify missing links, proffer guidelines for "second generation" developments
Seek tiered tolling on Greenway	1. Review county policies for determining transportation and other contributions that will be requested of applicants in 'second generation' rezonings where the starting point is not undeveloped land. This arises from two current applications - Cameron Chase and Equinox where active businesses are operating either by-right or from a previous re-zoning and are now being asked to pay for substantial improvements even though their impacts are comparatively minor.
Solicit more state and federal transportation funding	Review and consolidation of the County Transportation Plan and the County Transit Plan.
Advocate for more walkable schools	To build and operate a safe, reliable, high-functioning multi-modal transportation <i>and communications</i> network, which encourages flex-time, ridesharing, carpooling, telecommuting <i>and other low impact practices</i> .
Work with Sheriff on incident management	Invest resources to implement that Bike & Ped Mobility Master Plan in Western Loudoun where residential development will not pay for much needed safety improvements. Bicycle tourism is a multi-million dollar industry. "In Vermont, bicycle touring brings in twice as much revenue as the maple syrup industry." Study conducted by Bicycle Holidays, Inc. With both the W&OD and C&O trails in or in close proximity to Loudoun, we are accessible from the entire metro area for bicycle tours. However, increase traffic from residential development in western Loudoun as well as neighboring counties and states has decreased the Level of Service of rural roads for bicyclists to a "D" or lower.
Complete baseline connecting roads from Bike/Ped Plan	Transportation and communications are intricately, and inversely, linked. One can't have a conversation about reducing transportation impacts without talking about ways to increase non-travel means of communication. <u>Recommended Action:</u> (i) Update the Telecommunications Policy and provide incentives for private parties to provide secure broadband access throughout the County.
Implement Rt 606	
Complete "pipeline" projects to reduce accidents	Complete the Countywide Transportation Plan
Improve Waxpool Rd, Gloucester, Pacific and Ryan	

Existing communities

Adopt centralized enforcement	1. Development of the Ashburn and Dulles suburban area plans.
Partner with sheriff	For County residents to feel they belong and feel safe in their community, that they are proud to be a member of the community, that they have an effective voice, <i>and they have user-friendly access to information to be informed participants.</i>
Pursue graffiti abatement	There is lots of misunderstanding in the community regarding such fundamental issues as the legislative land use process, zoning changes that affect them directly, and other issues that affect their quality of life.
Seek community input on public safety	<u>Recommended Action:</u> A website with a user-friendly interface and/or e-newsletters that keep community informed of current events and educate them about the role of local government.
Amend Zoning to address quality of life issues	Establish a site procurement process: eliminate closed door sessions, use consultants instead of staff, involve the PC, coordinate with the Capital Needs Assessment, communicate with the community
Complete Potomac Sterling outreach	1) Suburban Community Plans for Dulles and Ashburn - This would include extensive community outreach to create and articulate a vision for both communities and inform future development plans. It would identify the town center for each community and recommend locations for public facilities -such as schools.

Environment and energy

Reduce greenhouse gases	Has anyone done a study on the effects of fertilizer and insecticide use from farming and other rural enterprises on the environment? If so, where is that report? We tend only to hear about runoff and water issues as they pertain to housing and commercial developments. To what degree do rural enterprises affect soil quality, ground water contamination, and effect the Chesapeake Bay Watershed? In other parts of the country communities are taking a hard look at these effects.
Fuel efficient County fleet	Require some level of green building standard.
Promote green buildings	Adoption of the Overlay districts in both the Zoning Ordinance/FSM. Limestone, RSCOD/Chessie, Steep Slopes, etc.
Reduce vehicle miles traveled	To <i>obtain</i> energy efficiency for government, residents and businesses <i>to save</i> local tax dollars and reduce greenhouse gas emissions.
Implement environmental regulations	I would like to see the word “promote” removed entirely from the plan. It is meaningless without policy changes, resource investment and implementation.
Increase tree canopies	Enhance environmental protection applicable to ministerial applications in FSM, LSDO and Zoning Ordinance.
Sustain green infrastructure	Facilitate the use of alternative energy. Increase Environmental Protection for by-right development -BOS to task staff to draft FSM and zoning ordinance language to enhance environmental protection for streams, wetlands, and floodplain areas so that it is at least equivalent to what can be obtained from rezoning applications

Economic development

GMU feasibility

The Springdale Montessori application brought to light a host of issues and conflicts among ecosystem users. I would personally like to review the entire rural economic policy document to see where language may be outdated or could use clarification.

Sign ordinance – narrow and broad amendments

What can be done to promote hydroponic gardening whereby a significant amount of soil is left alone, a larger number of crop harvests are produced in a fraction of the area, and where grey water is cleaned and re-circulated in place?

Identify business clusters

Why are private schools having so much difficulty situating themselves in Loudoun? Is there an anti-private school mentality? Before high land values kept private schools from coming to Loudoun. Now, are they simply having difficulties due to the weakened economy? Do we need a comprehensive plan amendment to encourage private and parochial school development?

Reexamine Rt 28 planned land use

To *create* a positive, proactive and welcoming business environment that will grow the commercial tax base and help relieve taxes for residents.

Stunned to find that there is no increase in the DED budget with which to be “proactive”. Can’t expect different results with the same effort. How does Loudoun expect to compete?

Recommended Actions:

Attract industry clusters through low-cost incentives and services, such as:

Create streamlined review process for desired clusters.

Provide incubator office space for companies that have grown out of home offices but have limited cash flow / no credit to obtain a commercial lease. For every dollar of estimated public investment, incubator clients and graduates generate approximately \$30 in local tax revenue. 84% of incubator graduates stay in their communities and continue to provide a return to the investors. Currently, Loudoun is the only county in the Greater Washington region that does not have an incubator program, putting us at a disadvantage with early stage companies.

While attracting new clusters is important, it is vital that the County support and grow the industries that are already here (it costs less to keep a client than to get a new one); namely, home-based businesses, tourism and agribusiness.

Recommended Actions: See Telecommunications Policy (above) to increase secure broadband penetration throughout the County.

Repurpose the resources allocated to Main Street Loudoun to the execution of the Heritage Tourism elements of the Heritage Plan. There is no mechanism for exploiting County owned sites and for coordinating efforts among the various resources. With limited net investment, County could increase revenues from heritage tourism.

Zoning amendments to increase agribusiness uses in Western Loudoun, such as repealing 5 acre requirement for agricultural uses in AR-1.

Update the sign ordinance -- Two separate applications of signage – (1) for Driving, (2) for Pedestrian.

Offer benefits to builders applying green building standards. Offer a “green tape” review process.

Focus on business communities to provide infrastructure and support; use incubators to encourage business growth and encourage industry clusters.

Facilitate telecommunication infrastructure.

Redefine Keynote development.

Sign Ordinance - PC should track proposed changes. Use outside expertise and compare standards to other communities. Seek community feedback.

Business retention

Finance and budget

Strategic budgeting process

To put the County in a better fiscal position by balancing the service needs of the community (expenditures) with revenue.

Instead of line-item cost cutting (nickel-and-diming), focus on the best way to serve the community. How can the community be served in a more efficient manner? For example, how many resources are required to review minor special exceptions? Are there some types that are better treated as variances, not needing full referrals and a public hearing? What elements of the legislative process (such as bike paths and low flush toilets) are mentioned in every referral from Community Planning or the Environmental Review Team that should be incorporated into FSM? Are there significant money drains that can be plugged, such as litigation that could be avoided through better risk management?

Recommended Action: Comprehensive review of the services the County provides and the methods used to provide such services and look for efficiencies by cutting low value services and in streamlining provision of desired services.

Proffer Management - Create a chart/list of proffers by District and by project -so that Planning Commission and Board of Supervisors know what proffers were obtained by project, triggers, status of the proffer (estimated timeframe for delivery), delinquent proffers, and amount of proffer funds that are available by area for transportation improvements, etc.

Consider using an independent consultant team to execute procurement process and negotiate land acquisitions for school sites, etc. Host or co-host community meetings and consider other community involvement efforts at the outset and prior to school site selection. Encourage planning commission involvement prior to school site selection (prior to LCPS application submittal). Exercise more open and transparent government by eliminating closed door sessions for discussing school site selection

Process

Before you can develop a Strategic Plan, you need to clearly articulate a Strategic Goal. My suggestion:

Loudoun County – A Sustainable Community “Sustainability is the state of meeting the needs of the present without compromising the ability of future generations to be able to meet their own needs.” -- United Nations' World Commission on Environment and Development (the Bruntland Commission) 1987 report, Our Common Future.

Sustainable community development goes beyond green measures – it addresses the full range of a community's needs. It employs a long-term approach that addresses financial, environmental, and social issues by recognizing that they are interdependent and integrated. The analogy of a three-legged stool has been used to stress the importance of addressing and balancing these issues: If any of the three legs – financial, environmental or social -- is not healthy, then the stool falls over and sustainability cannot be achieved. Areas that other communities have address in finding the appropriate sustainable balance: ecology; the built environment; health and well-being; education and training; business and employment; social justice and governance; and arts and transcendent values.

I hope that the Board looks at each of these three legs and asks the questions about where it wants the County to be in 10, 20, 50 years or more, and is willing to make the hard decisions to get us on the right path. That is strategic planning. Getting through the immediate crises is not.

Conversions from 1972 to Revised 1993 Zoning Ordinance - Is planning commission review required or can these go directly to the BOS?

Concept plans shown to neighboring residents/potential residents

- include list of uses and special exception uses

Create formal orientation for new planning commissioners

- formal daytime program (2-3 hours) beginning with lunch/social gathering

- duties and responsibilities

- legal guidance - scope of review, deliberation, drafting findings for denial

- working with staff

- working with fellow commissioners

Staff reports should include three motions: approve, deny, other.

Is there a database of proffers.

Initiate and implement publicly advertised land procurement process

Staff reports to include the full range of recommendations/motions: denial, work session and approval to avoid appearance of bias

Use checklist to ensure that all necessary documentation is included in staff reports for commissioners and BOS review

Include applicable traffic study findings with staff reports and referrals

Staff Findings that are more specific as to the actual policies and zoning ordinances that were reviewed and that apply to the applications